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5 January 1965

MEMORANDUM FOR: Chief, Intelligence School

SUBJECT: Biweekly Activities Report #1
21 December - 31 December 1964

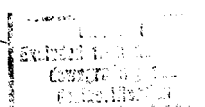
1. As has been the case in past years, the time around the holidays is a rather inactive one for a briefer, and a relatively short report of one briefing given during this time bears out what has become traditional. This briefing was given on Monday, 21 December, from 1430 to 1500 to Ambassador Ben Hill Brown, Jr., who is going to Liberia.

2. There have been some other activities during this period. On 21 December, I had lunch with Mr. Roy Melbourne, Director of the Foreign Service Institute's Mid-Career Course. The subject of our conversation was the new Foreign Affairs Program Management Seminar that the FSI is working up for people somewhat more senior than the Mid-Career Course people have been. As I have said in a previous report, I believe we should meet Melbourne half-way and try to improve the CIA part of this course. He has allotted only a day to the spring session but expects to push this up to two full days for the Agency for the August session. I think it would be well worthwhile to try to create a stimulating program for these people at that time. For the first running of the course this spring, I would suggest that we treat it as we would treat a more senior group, with a welcome, perhaps, by Mr. Kirkpatrick or General Carter, a better meeting room than the OCR movie theatre we have been using (I would suggest Col. White's conference room), and better logistical arrangements for coffee and lunch than we have had in the past. Melbourne is very enthusiastic about this new course and appears to have very strong high-level State Department backing. I enclose a prospectus.

3. On Tuesday, 29 December, Paul Chrétien and I had lunch with General Royce of The Military Assistance Institute, who is retiring from his post there. On the following day I received a letter from General Reynolds, who has taken over General Royce's job, and was informed that my presentation on The Role of CIA would be deleted from their Program of Instruction from here on in because MAI had been directed to include in their curriculum several additional hours of Military Assistance

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subjects. "The new broom sweeps clean" and I have been swept. The only mitigating factor in this appears to be that MAI has, in fact, been directed to include additional Military Assistance subjects in their course. At a party for General Royce on the evening of 30 December, I met MAI's boss who is, I believe, with the Research Analysis Corporation, which owns MAI. Without knowing what contribution I made to the course, he told me they had been directed to include extra Military Assistance subjects and would have to make a number of changes in the curriculum. This knowledge made me feel a little better about being "fired" when I received the word. I regret, however, that these people who will be in contact to some extent with our field personnel will not be receiving the message in the future and sincerely hope that it has not been any failing on my part which resulted in or caused this decision.



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[Signature]
CIA Briefing Officer

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SCHOOL OF FOREIGN AFFAIRS

Foreign Service Institute



Department of State

FOREIGN AFFAIRS PROGRAM MANAGEMENT SEMINAR

The Seminar is designed to prepare foreign affairs specialists to become desk officers, embassy section chiefs, principal officers and to assume other executive-type positions by studying the design, implementation and coordination of the main programs constituting United States foreign affairs. It is intended for qualified State Department officers and for those with comparable backgrounds in other agencies concerned with foreign affairs.

Officers rising to managerial responsibilities in foreign affairs, using the Foreign Service as the example, generally start by becoming desk officers, section chiefs or principal officers of moderate size consulates. This usually occurs at a level comparable to senior FS0-4. Under present career management patterns these officers have been concentrating their previous years on one of the broader specialties. Some will have served in more than one specialty. To cross the new threshold, they must learn to see both their own specialties and the others with the eyes of management: how the main programs are best built, conducted and combined in the pursuit of United States objectives.

After outlining the foreign affairs role and principles of program management, the Seminar will survey elements of the American scene related to overseas operations. Then it will turn to the significant factors in developing nations which create an added management dimension since United States programs require foreign cooperation. Communism, the ideological-operations competitor, will be examined for its interplay with United States programs.

Building on the above material, the Seminar will study the elements within the United States establishment involved in foreign affairs activities and see how each does its part. It will show how policies and programs are developed and actually managed, by examining the roles and techniques of agencies whose interests range from policy direction to political, information, economic, military, and scientific programs. Aspects of diplomatic practice and negotiation of value to managers also will be stressed. Reference will be made to executive-legislative relationships, public opinion, and other related factors that influence the conduct of foreign affairs. Finally, it will treat management from the Washington and field view, including the country team role and the need to meld all programs for the success of United States policy. Case studies and the best qualified professional speakers will be highlights of the Seminar.

A continuous thread throughout the Seminar will be separate country studies by student panels. For the duration of the Seminar each panel will examine program management with relation to all United States activities affecting a selected developing country.

Each panel in three presentations spaced during the Seminar will successively survey local factors bearing on United States policies and activities, review the current scope and estimate the effectiveness of United States programs, and finally

outline ways in which panel proposed programs can best be integrated and managed, and even adapted to a hypothetically changed situation.

The Seminar, to achieve its purposes during its 16-week length, will use lectures by the most appropriate personalities, the cited student panels, visits to agencies and installations, selected readings, and independent study. Phases of the Seminar, not necessarily in the suggested sequence nor in the flexibly noted working time and excluding independent study, will be as follows:

1. Introduction to Program Management

After developing the rationale for the Seminar and the need for capable program managers, relevant principles of management, as well as management practices and techniques proved successful in both business and government, will be presented for sophisticated study and be discussed by ranking officials and qualified technicians and executives. (5 days)

Management coordination of programs will be the underlying theme throughout the Seminar stemming from the opening phase and will be merged into both the descriptive and operational aspects of the phases examined. Since the officers will be working primarily on country programs as a rule, the emphasis of training will be on these, with appropriate reference to how they fit into regional and global affairs. The training will show how the programs are designed, how they operate, and how they are coordinated with the related variety of United States programs.

2. The Home Scene

There is a real necessity for understanding certain social, economic, cultural and political elements of the American base which have an impact on foreign affairs operations in which a program manager is engaged or which are professionally useful. This will range from social and economic trends, including civil rights and labor relations, to those related to Congressional policies and to informational and cultural developments. (9 days)

3. Problems of Nation Building Related to United States Programs

The developing nations will be used as the best examples of the interaction of domestic conditions and problems with United States program operations there. After a look at contrasting Western and Indian attitudes as poles of reference in dealing with peoples, the modernization problems of successive world areas will be discussed. The roles of key groups such as students, youth, women and labor, as well as political, economic and military elites, in such areas will be examined. This will give professionally useful basic material of an area nature of potential use in foreign affairs program management. (6 days)

4. Communism

A fund of knowledge will be developed in the potential program manager of communist techniques and programs, from propaganda and subversion to military and economic aid, as well as the nature of their threat to and interaction with United States global activities. These will be studied and discussed by world areas. (5 days)

5. United States Policy Formulation and Program Coordination

The Seminar will seek to show how the policies are devised under which program managers operate and how certain foreign affairs agencies manage their own programs both in Washington and the field. This will be done by an elaboration by concrete examples of the factors involved in intra and inter-agency coordination of certain programs. The phase will principally concern itself with the White House, NSC, Congress, State, the UN, USIA, and CIA. Readings on thinkers currently influencing United States policy, operations and programs will be individually

stressed. (14 days)

6. United States and International Economic Policy and Program Coordination

The varied features will be explored of United States economic activities at home and abroad, their international relationships and the implications of these for United States operations, and the relevant roles and management of United States economic agencies' programs overseas. This phase would involve State, Treasury, AID, Commerce, Agriculture, and the Peace Corps. (6 days)

7. United States Military Policy and Program Coordination

The coordination in political-military matters between State and Defense will be examined, together with the Defense role in operations and programs abroad. This will include United States military concepts of operations, the Military Assistance programs operating through ISA in Defense and MAAG in the field, the role of military intelligence, military programs in developing states concerned with internal defense, Defense interest in space and missilery, the problems involved in the operation of the United States alliance systems, and the questions of disarmament. (7 days)

8. United States Science and Technology Problems and Programs in Foreign Affairs

A study will be made of the increasing interaction of scientific technology on United States activities and programs overseas. This will examine the contributions being made by scientific agencies such as AEC and NASA to the general activities spectrum, the ways their programs are being integrated with others, their relationship to other international scientific activities, and the application of technology through programs to meet the needs of developing countries. (5 days)

9. The Relation of Diplomatic Practice and Negotiation to Overseas Operations

The changing role and function of diplomacy will be stressed in the light of the varied United States programs overseas and the interrelation between bilateral and multilateral activities. Negotiation, its techniques and the role for program managers in buttressing United States operations, will be examined through the general practice of illustrative cases. (5 days)

10. Combined Program Management

Having examined the separate operational program tools involved in United States activities overseas and the way each is being managed, this phase will discuss management problems and solutions from the Washington and field perspectives. Comprehensive country programing, post operational management, the role of the country team, and the indispensable melding of all programs for the success of United States policy will be stressed. Case studies will be used to illustrate these points, as well as the most qualified speakers, including chiefs of mission.

As a culminating exercise, each country study panel will make realistic proposals for the most effective separate and joint management of its suggested United States programs affecting the country studied. The panel also will show how it would adapt its programs to meet another posed contingency. (10 days)

NOTE: The total number of days indicated represents 72, plus 4 days for scheduled country panel presentations, or 76 out of a total of 80 days for the 16 weeks. The other 4 days will be devoted to independent study.

O/FSI - October 6, 1964